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United States
Department of
Agriculture

Forest
Service

Intermountain
Region

Ogden, Utah

Intermountain Region Annual Quality Plan 1991

The Forest Service
Program for Forest and
Rangeland Resources
A long-Term Strategic plan

WORK FORCE 1·9·9·5
STRENGTH THROUGH DIVERSITY

Chartering a Management Philosophy for the Forest Service

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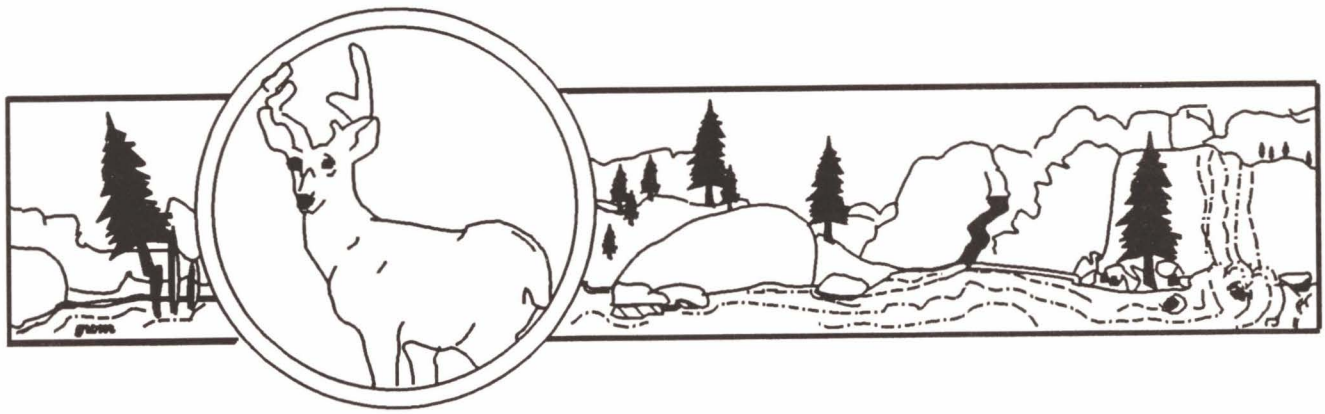
INTERMOUNTAIN REGION

ANNUAL QUALITY PLAN

1991



Dear Customers/Clients/Colleagues,

We are pleased to present to you the Intermountain Region's 1991 Annual Quality Plan. The purpose of this document is to report to you on some of the Region's accomplishments in Total Quality Management (TQM) during 1990; share with you our TQM vision, Evidence of Success, and Policy; and describe the many actions we plan to take with you during 1991.

Our approach in developing the format and content of this plan was to focus on you, the employees of the Intermountain Region, as our primary customers who would use this document. We want the plan to serve as a communication tool for highlighting the progress being made in TQM and to let you know what to expect during the next year. We recognize that there are many other customers who are not Intermountain Region employees who may also use this plan for a variety of purposes.

We realize that this 1991 Annual Plan is heavily focused toward the TQM process rather than only serving customers and meeting their expectations. We believe this is necessary this year to help us develop the skills and techniques we need in TQM before we can truly operate as a customer-focused, quality organization. We expect future plans for quality improvement to have a major focus on what we find out this year about our customer's expectations.

We, the members of the Regional Quality Steering Team, are your representatives in the Intermountain Region's efforts to implement TQM. Feel free to contact any of us to let us know your expectations, desires and/or opportunities in TQM. We expect you to help us with the actions listed in this plan and to hold us all accountable for their accomplishments.

Your Quality Steering Team.

"To make a great dream come true you must first have a great dream."

-- Unkown

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ANNUAL QUALITY PLAN 1991

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INTRODUCTION

We in the Forest Service are chartering a new management philosophy. In the Intermountain Region, we are specifically focusing on improving customer service through Total Quality Management. To fulfill our mission of caring for the land and serving people, we must blend our improved understanding of customer expectations with our strategic plan, the Program for Forest and Rangeland Resources, the RPA Program. Within the strategic plan (1990 RPA Program) there are four high priority themes which need to be emphasized during Forest Plan implementation. They are:

- Recreation, Wildlife, and Fisheries Resource Enhancement
- Environmentally Acceptable Commodity Production
- Improved Scientific Knowledge About Natural Resources
- Responding to Global Resource Issues

These themes are a reflection of current and future customer expectations integrated with the current and future roles of the Forest Service.

Our purpose in this Annual Quality Plan is to improve customer satisfaction in harmony with our emphasis on high priority themes of the RPA and Forest Plan implementation during the next fiscal year. This Annual Quality Plan focuses quality improvement to ensure that the quality process moves forward and that there is a plan for managing change.

Inherent in the philosophy of continuous quality improvement is the concept that things will change. This means our quality improvement process is dynamic and many of the components of this plan must change over time, as we grow in knowledge, change behaviors, and make significant gains in meeting customer expectations.

INTERMOUNTAIN REGION VISION STATEMENT

Essential to our improvement efforts as an organization is a clear "picture" of what we want to be to meet the challenges of the future. This vision statement is our first attempt at painting that picture.

We, the empowered men and women of the Intermountain Region, working together, are endorsed for:

- **Exemplary Public Service,**
- **Dynamic Environmental Leadership, and**
- **Progressive Stewardship of the Land and Resources Under our Care and Influence.**

EXPLANATION OF THE WORDS CHOSEN FOR THE VISION STATEMENT

Empowered

A much-used word lately. "Empowered" in the Vision Statement stands for employees and others who feel free and challenged to "add value" to their personal products. They have the tools and skills to take initiative in serving the public and to work in a team environment to contribute ideas and suggestions for fulfilling the Forest Service Mission.

Men and Women

Rather than use a general term like "employees" or "persons," the intent is to acknowledge the positive existence of diversity. While it is embarrassing that we still need to highlight gender, it is important to note we are making progress.

Intermountain Region

Rather than simply Region 4, the thought and intent is to use a geographic term (covering a defined area) which encompasses everyone including volunteers, partners, cooperators, citizens, and employees.

Working Together

An important term which is essential to TQM principles and is best described by the words **"teamwork and trust"**. The ability of our employees and customers to work and cooperate as a team will be the key to our success.

Endorsed

Our goal is customer satisfaction. Endorsement comes only from satisfied customers.

Exemplary Public Service

Historically and traditionally, a strong value of our employees. The change will hinge on an increased linkage to our customers, both internal and external.

Dynamic Environmental Leadership

The crucial word here is "environmental." The Leadership Team felt a strong need to not only embrace the term, but to strive for a leadership role focused on an ecosystem approach to the management of natural resources.

Progressive Stewardship

The intent of "progressive stewardship" is to combine resource professionalism with our customer's perceptions and expectations in order to serve the public trust.

Land and Resources Under Our Care and Influence

The phrase "under our care" is intended to convey a sense of partnership, rather than ownership. "Influence" denotes that we play an important role in environmental leadership beyond the boundary of the National Forests.

QUALITY POLICY

The following policy defines the Intermountain Region's position on quality:

Stewardship of land and resources is the guiding principle of the Intermountain Region's Total Quality Management process.

As a Quality Organization, we will:

- **Clarify this stewardship role with our external customers as we seek to determine their expectations, negotiate and come to mutual agreement, and then consistently meet those expectations.**

- **Support this stewardship internally by consistently seeking out and conforming to the expectations of our personal customers.**

We believe that Total Quality Management,... "like medicine, should be judged by the help it gives the customer, and not the satisfaction it gives the practitioner."

EVIDENCE OF SUCCESS

Evidence of Success (EOS) are benchmarks used to measure achievement of our vision.

We know that our vision is achieved when:

- **We measure** *customer satisfaction** **(internal and external) often and use the results to improve our service in caring for the land and serving people.**
- **We are recognized for responsible** *environmental leadership.*
- **We have** *active public involvement* **and support in progressive stewardship of National Forest System lands and resources.**
- **We** *apply* **the concepts of** *Total Quality Management* **to our** *everyday work.*
- *Creativity, innovation, and teamwork* **are fostered and rewarded throughout the organization.**
- **We** *value diversity* **as a way to strengthen our organization and achieve quality.**
- **We have** *streamlined* **our** *systems* **so they are easy to use and add value for our customers.**

* The key words (italicized) here are used throughout the plan to refer to the individual Evidence of Success.

Element 1

MANAGEMENT LEADERSHIP FOR QUALITY IMPROVEMENT

Purpose:

To provide leadership for the quality process in thought, word and action.

1990 Action Steps Taken:

- The Regional Forester and the Deputies actively participate in the Quality Steering Team (QST) as equals with other QST members.
- The Leadership Team allocated the capital resources to establish a Quality Design Team (QDT), procure vendor, train facilitators, and provide initial training for approximately 75% of the Intermountain Region work force.
- The Regional Forester and Deputies each conducted TQM information discussions at Forest Family meetings during mid-year reviews.
- The Leadership Team and QST developed a vision statement, quality policy, and evidence of success in support of our implementation of TQM.
- The Quality Steering Team and other Leadership Team members conducted many informational briefings for other Regions, Stations, Chief's Office, other agencies and associates.
- Leadership Team members screened correspondence and other communications to ensure conformance to TQM principles.
- Increased delegation was given to Forest Supervisors and Staff Directors authorizing them to make selection and promotion decisions for all GM-13 and below positions.
- Established a Quality Improvement (QI) Team titled the "New Organization Behavior Team", to identify actions needed to create a work environment supportive of TQM.

1991 Goals and Actions:

GOAL - *Develop understanding throughout the work force and with key publics that the 1990 RPA Program is the Forest Service's Strategic Plan.*

ACTIONS	Who	When
Develop strategies to improve understanding and obtain commitment to the 1990 RPA Program.	Employee Development Branch, Planning & Budget (P&B), Public Affairs Office (PAO)	12/30/90
Conduct awareness sessions on each unit concerning the content and utility of RPA, the FS strategic plan.	Leadership Team Members, Regional Forester, Deputies	6/30/91
Incorporate public awareness sessions on RPA in appropriate public communications.	Leadership Team	Immediately and continuously
To augment RPA with the Intermountain Region strategy.	Director of P&B, Leadership Team Representatives	4/1/91

TARGET EOS - *These actions will move us toward the Evidence of Success for environmental leadership, and active public involvement.*

GOAL - *Develop understanding throughout the work force on empowerment, its vistas and obligations.*

ACTIONS	Who	When
Prepare a tutorial on the meaning, scope, and responsibilities associated with empowerment.	QST, QDT	12/1/90

TARGET EOS - *This action will move us toward the Evidence of Success Total Quality Management in everyday work, creativity, innovation and teamwork.*

GOAL - *Create a work environment which results in empowered people who, in meeting customer expectations, are actively challenging systems, innovating, creating and taking responsible risks.*

ACTIONS	Who	When
Develop a strategy for facilitating behavior that is supportive of TQM principles and lead its implementation.	New Organization Behavior Quality Improvement Team, Leadership Team, PAO	See Appendix I
Conduct management actions and make decisions that amplify TQM principles.	Leadership Team	Now & Continuing

TARGET EOS - *These actions will move us toward the Evidence of Success creativity, innovation, teamwork, and Total Quality Management in everyday work.*

GOAL - *Organize and allocate funding to improve the quality of on-the-ground administration and integrated resource management.*

ACTIONS	Who	When
Develop a prioritized listing, description, and recommended action on selected problem statements which are barriers to strengthening on-the-ground administration.	Strengthen On-The-Ground Administration QI Team	See Appendix I
Implement Forest Plans and Projects in accordance with the 1990 RPA Strategy.	Leadership Team	Continuously

TARGET EOS - *These actions will move us toward the Evidence of Success for environmental leadership and active public involvement.*

Element 2

ORGANIZING FOR QUALITY IMPROVEMENT

Purpose:

To develop the organizational framework that will support the quality improvement process.

1990 Action Steps Taken:

- A Quality Design Team (QDT) was established to develop, track, and support the Region's quality improvement process.
- A Quality Steering Team (QST) was established to lead the quality improvement process. Membership of this team consists of the Regional Forester, Deputies, two Forest Supervisors, two Regional Staff Directors, one District Ranger, one Forest Staff Officer, and one District Level Representative.
- A Regional cadre of TQM Facilitators was established to provide awareness education and technical consultation to all units.
- Cross-functional working groups were established with the QDT, Employee Development Branch, and Public Affairs Office to bring TQM concepts into training and communications in the Region.
- The QDT and QST developed networks with other organizations, agencies, and consultants involved in total quality management.

Appendix II provides a directory of current members of the QST, TQM Facilitator cadre, and QDT (DG, telephone, and office location).

1991 Goals and Actions:

GOAL - *Organize to implement Total Quality Management at the unit level.*

ACTIONS	Who	When
Encourage establishment of Unit Quality Steering Teams.	Regional Forester, Deputies, QST, Leadership Team, TQM Facilitators	Continuously
Encourage establishment of Unit Quality Improvement Teams.	Leadership Team, TQM Facilitators, Unit Steering Teams	When units have Quality Steering Teams
Establish a cadre of Team Problem-Solving Trainers.	QDT, Vendor	12/1/90

TARGET EOS - *These actions will move us toward the Evidence of Success for Total Quality Management in everyday work, creativity, innovation, and teamwork.*

GOAL - *Ensure ongoing maintenance of organization for quality improvement.*

ACTIONS	Who	When
Establish tenure and develop a procedure for replacement of turnover in QST.	QST	11/30/90
Develop guidelines for managing TQM Facilitator Cadre, including initial and continuing education, roles, and time allocation.	QST, QDT, Leadership Team, TQM Facilitators	11/30/90
Continue resource allocation for TQM.	Leadership Team	1991 and outyear budgets

TARGET EOS - *These actions will move us toward the Evidence of Success for Total Quality Management in everyday work, creativity, innovation, and teamwork.*

GOAL - *Reduce barriers and provide facilitation for changes in organizational structure/operations to improve quality.*

ACTIONS	Who	When
Provide information on both public and private sector innovations in organizational structure/operations for quality improvement.	QDT, QST, Leadership Team	Monthly
Encourage trial implementation of innovations in organizational structure/operations for quality improvement.	Regional Forester, Deputies, Leadership Team	Continuously

TARGET EOS - *These actions will move us toward the Evidence of Success for creativity, innovation, teamwork, and streamlined systems.*

Element 3

EDUCATION FOR QUALITY IMPROVEMENT

Purpose:

To teach the skills for applying the concepts of Total Quality Management to our everyday work.

1990 Action Steps Taken:

- The Quality Design Team (QDT) screened various approaches and selected a vendor for initiation of TQM implementation. A TQM Facilitator cadre was trained to teach awareness workshops and act as technical consultants.
- Awareness workshops have been conducted on all Units and approximately 75% of permanent employees have participated in these workshops.
- Internal Revenue Service Facilitators trained three Quality Improvement (QI) Teams in Team Problem Solving skills.
- The QDT, Quality Steering Team (QST), Leadership Team and TQM Facilitators have participated in numerous training sessions, conferences and workshops, in addition to the 3-M awareness workshops, and have done extensive reading of quality improvement literature.
- Unified Choosing By Advantages Decision Making System with TQM.
- The Employee Development Branch has developed a "Strategic Approach to Employee Development" which incorporates TQM concepts and training needs.

1991 Goals and Actions:

GOAL - *Provide educational opportunities in TQM related concepts and skills which meet specific Forest Service needs.*

ACTIONS	Who	When
Complete TQM Awareness Workshops.	QDT, TQM Facilitators	1/30/91
Offer TQM Awareness for all new employees.	QDT, Employee Development Branch, TQM Facilitators	Within six to ten months of arrival in Region
Update TQM Awareness Workshops to include current status of TQM in the Region.	QDT, TQM Facilitators	Continuously
Ensure that TQM concepts are integrated into all meetings, courses, and workshops.	Designers of meetings, courses, and workshops.	Continuously
Select vendor and begin Team Problem Solving Training.	QDT, Employee Development Branch	11/1/90

ACTIONS	Who	When
Train Quality Improvement Team Leaders in Team Problem Solving.	Team Problem Solving Trainers	Within one month of Team establishment
Begin or continue to offer training in the following areas:* Team Problem Solving Toward Excellence Investment in Excellence Supervision (Updated Version) Situational Leadership Facilitation Skills Negotiation Skills Choosing By Advantages: Sound Decision Making Interactive Decision Making Informed Consent	Employee Development Branch, QDT	Continuing
Explore courses for improving skills in: Customer Service Congruent Decision Making Effective Decision Making Listening Managing Change Cross-functional Coordination Intensive Executive Development (Self-Awareness)	Employee Development Branch, QDT, New Organization Behavior QI Team	6/30/91
Develop a Regional Library of TQM reference material (books, articles & videos), and provide easy access for customers.	QDT, Public Affairs Office	4/30/91
Provide information on external Quality Conferences and Workshops.	QDT	Monthly

TARGET EOS - *These actions will move us toward the Evidence of Success for Total Quality Management in everyday work.*

*(Refer to 1991 Regional Training and Meeting Schedule.)

GOAL - *Provide leadership in TQM education for the Forest Service.*

ACTIONS	Who	When
Ensure that National and Intermountain Region TQM education are congruent.	QDT, W.O. TQM	Continuously
Develop with the W.O. a partnership for selecting and licensing a Team Problem Solving Course.	QDT, W.O.	11/30/90

TARGET EOS - *These actions will move us toward the Evidence of Success for customer satisfaction.*

Element 4

DEVELOP SENSITIVITY TO CUSTOMER EXPECTATIONS

Purpose:

To become more sensitive, perceptive and aware of the needs of our customers, both internal and external.

1990 Action Steps Taken:

- Held TQM Workshops throughout Region. Encouraged development of Personal Action Plans and use of functional analysis.
- During Spring Leadership Team Meeting used theme "Listening to the Customer." Emphasized importance of understanding customer expectations.
- Established "Listening Post" in Regional Office where RF and Deputies regularly meet with employees to hear ideas, concerns, suggestions. Encouraged same at Forests and RO Staff levels.
- Established Quality Improvement (QI) Teams for this element: Customer Expectations and Customer Involvement in NEPA QI Teams.
- Continued monitoring Frontliner QI Teams recognizing importance of listening to those closest to our every-day external customers.
- Initiated shifting of Forest Supervisor/RO Staff Director and WO counterparts' annual peer evaluation to TQM style, emphasizing negotiating and meeting customer expectations.

1991 Goals and Actions:

GOAL - *Instill "Sensitivity to customer expectations" as a guiding principle for Intermountain Region work force.*

ACTIONS	Who	When
Lead by example. Leadership Team "walk the talk."	Leadership Team	Now & Continuing
Employees monitor their correspondence, telephone, DG and other communication for sensitivity to customer expectaions.	All Intermountain Region employees	Now & Continuing
Develop style through Region of regularly asking the the question, "Are we meeting your expectations?"	All Intermountain Region employees	Now & Continuing
Identify approaches and techniques to assist in identifying and negotiating customer expectations.	Customer Expectations QI Team, Public Affairs Office	See Appendix I
Develop, implement, and track effectiveness of solutions to the problem of inadequate customer involvement throughout the NEPA process.	Customer Involvement in NEPA QI Team	See Appendix I
Reassess future projects and needs for continuing Frontliner QI Teams.	QST, Frontliner QI Teams, QDT	11/30/90

TARGET EOS - *These actions will move us toward the Evidence of Success for customer satisfaction, Total Quality Management in everyday work, and value diversity.*

Element 5

QUANTIFYING QUALITY IMPROVEMENT

Purpose:

In every organization, there are key indexes or measurements that reveal how that organization is doing with quality. These measurements allow for quantification of current levels of conformance and serve as a yardstick for measuring improvement. The second Essential of Quality Improvement is: "Measurements of quality are through indicators of customer satisfaction, rather than indicators of self-gratification."

1990 Action Steps Taken:

- Developed Evidence of Success (EOS) for Quality Management.

1991 Goals and Actions:

GOAL - *Develop and install a process for measuring quality improvement progress.*

ACTIONS	Who	When
Identify measurements for each Evidence of Success.	Element 5 Ad Hoc Team, QST, QDT	1/1/91
Establish baseline measurements.	QST, QDT	6/30/91
Integrate quality measurements into our present reporting system where appropriate.	Element 5 Ad Hoc Team, QST, QDT	Prior to 1992 PBMI, 5/1/91

TARGET EOS - *These actions will move us toward the Evidence of Success for customer satisfaction.*

Element 6

COMMUNICATION

Purpose:

Ensure that TQM philosophy spreads to every part of the Intermountain Region by defining and demonstrating management's commitment and the importance of quality to the health of the Forest Service.

1990 Action Steps Taken:

- Management participated in all TQM awareness training.
- Numerous articles were published in the Intermountain Reporter addressing TQM concepts.
- An introductory video on TQM and the Intermountain Region by the Regional Forester was distributed to all units.

1991 Goals and Actions:

GOAL - *Assimilate the quality improvement process into the Region's culture and value system.*

ACTIONS	Who	When
Develop a communication strategy and action plan to facilitate ownership of TQM among Intermountain Region employees.	Public Affairs Office, Quality Steering Team (QST), Quality Design Team	12/30/90
Encourage inclusion of communication skill training in Individual Development Plans.	Employee Development Branch, Individual Work Supervisors	11/1/90

TARGET EOS - *These actions will move us toward the Evidence of Success for Total Quality Management in everyday work and customer satisfaction.*

GOAL - *Reinforce and celebrate quality improvement in the Intermountain Region.*

ACTIONS	Who	When
Emphasize the recognition of quality teamwork.	QST, Leadership Team, Work Supervisors	Continuously
Encourage peer recognition awards.	Leadership Team, TQM Facilitators	Continuously

TARGET EOS - *These actions will move us toward the Evidence of Success for creativity, innovation and teamwork.*

GOAL - *Make information on Quality Improvement Projects available.*

ACTIONS	Who	When
Create a network to transfer information between units.	Information Systems (IS),QDT, TQM Facilitators, PAO	9/30/91

TARGET EOS - *This action will move us toward the Evidence of Success for creativity, innovation, teamwork, and Total Quality Management in everyday work.*

Element 7

ACTIONS FOR QUALITY IMPROVEMENT

Purpose:

Implement projects, systems, procedures and tools which improve service to our customers. "It's the doing that gets the improving done."

1990 Action Steps Taken:

- Chartered six Regional Quality Improvement (QI) Teams.
- Integrated Choosing By Advantages Decision Making System into TQM through pilot testing on two Forests.
- Frontliner demonstration project to provide better customer information, pilot tested on three Forests.

1991 Goals and Actions:

GOAL - *Quality Improvement Teams function according to TQM principles.*

ACTIONS	Who	When
Develop guidelines for identifying future Quality Improvement Projects, and for establishing and managing Quality Improvement Teams.	QST, QDT	12/30/90
Ensure that QI Teams have the tools, skills and authority necessary to implement their solutions.	QST, QDT, TQM Facilitators, QI Team Leaders	Continuing
Ensure that QI Teams implement (on trial basis) and track effectiveness of their solutions.	QST, QI Teams	Continuing

TARGET EOS - *These actions will move us toward the Evidence of Success creativity, innovation, teamwork, and Total Quality Management.*

GOAL - *Have tools for both individual and team efforts in quality improvement available.*

ACTIONS	Who	When
Identify and provide access to tools for quality improvement.	QST, Employment Development Branch, QDT, TQM Facilitators	1/30/91
Begin or continue development of tools needed but not currently available.	QDT, Employee Development Branch	2/1/91

TARGET EOS - *These actions will move us toward the Evidence of Success for creativity, innovation, teamwork and Total Quality Management in everyday work.*

GOAL - *Implement top priority projects for quality improvement.*

ACTIONS	Who	When
Provide resources and guidance to Quality Improvement Teams established in 1990.	Quality Steering Team (QST), Quality Design Team (QDT)	Continuing
Complete Improvement Projects. (The improvement projects are the key to meeting our Evidence of Success. Details on these projects have been included in Appendix I to make the Plan more readable.)	QST, QI Teams, QDT: 1. Customer Expectations 2. New Organizational Behavior 3. Strengthen On-The-Ground Administration 4. Customer Involvement in NEPA 5. Frontliner Quality Service Team Approach 6. Frontliner Recognition	See Appendix I
Encourage establishment of unit Quality Improvement Projects.	Leadership Team, TQM Facilitators, Unit QST	After Unit QST establishment

TARGET EOS - *These actions will move us toward the Evidence of Success for customer satisfaction, Total Quality Management in everyday work, creativity, innovation, teamwork, environmental leadership and public involvement.*

Element 8

ANNUAL PLAN FOR QUALITY IMPROVEMENT

Purpose:

To continually refuel and relaunch the quality improvement process and to manage planned change.

1990 Action Steps Taken:

- Developed an Annual Quality Plan for 1991 which can serve as a model for the Region.
- Individual Quality Steering Team Members assumed the responsibility of championing an Element of the Quality Process.

1991 Goals and Actions:

GOAL - *Maintain a viable TQM process in the Intermountain Region for managing planned change with a customer focus.*

ACTIONS	Who	When
Monitor progress of and remove barriers for Quality Improvement Teams.	Quality Steering Team (QST), Quality Design Team (QDT)	Continuously
Monitor accomplishments of actions implemented under each Element.	QST	Monthly
Develop and distribute the 1992 Annual Quality Plan.	QST, QDT, Leadership Team	8/30/91

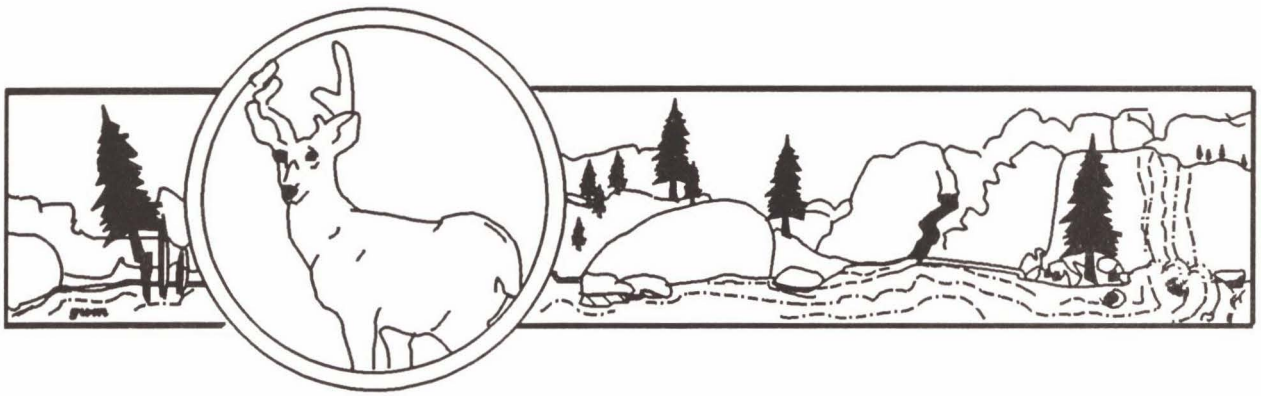
TARGET EOS - *These actions will move us toward the Evidence of Success for Total Quality Management in everyday work.*

OUR EXPECTATIONS:

This is our Annual Quality Plan for 1991. All of us in the Intermountain Region can use TQM principles each day in meeting customer expectations. We will use our Evidence of Success frequently for measuring progress. Chief Robertson, in "Chartering A Management Philosophy for the Forest Service," said:

> "We have dedicated and hardworking people who want to do a quality job. We trust them. In caring for the land and serving people, our people should use common sense and their best judgment, and then go ahead."

This is our belief. Our expectation is that we will achieve marked improvement in the quality of our products and services through Total Quality Management.



APPENDIX I

QUALITY IMPROVEMENT PROJECTS

Project Title — Meeting Customer Expectations

Objective

To identify useful approaches and techniques to assist in identifying and negotiating customer expectations.

Phase I: Identify approaches and techniques, and identify characteristics of customer groups/situations to which they best apply.

Phase II: Test and implement.

Quality Improvement Team Roles

Leader:	George Morris, Manti-LaSal S.O.
Mentor:	Stan Tixier, Regional Office
Members:	Floyd Bartlett, Ashley S.O.
	Linda McKinney, Manti-LaSal--Moab R.D.
	Carol Nunn, Uinta--Spanish Fork R.D.
	Mark Van Every, Dixie S.O.

Milestones

Phase I

5/90	R-4 Leadership Team selected topic of Meeting Customer Expectations as a top priority Regional Quality Improvement Project.
6/90	R-4 Quality Steering Team drafted Quality Improvement Project Charter. Selected Mentor and Team Leader.
7/90	Team Leader presented draft proposal to QST.
8/90	QI Team met for introductions, orientation to task, basic assignments. (First Team Meeting)
8/90	Team to present recommended outline for Quality Improvement Project to QST for concurrence.
9-10/90	Team meetings to flesh out concept and develop examples. (3 Meetings)
11/90	Team Report to QST.
12/90	Team Report at R-4 Symposium.

Phase II

1-12/91	Field testing with QST concurrence.

Resources Required (estimated)

Phase I

	Salary			Per Diem		
	Work Days	**Rate**	**Total**	**Days**	**Rate**	**Total**
Morris	25	$268	$6,700	8	$75	$600
Tixier	5	350	1,750	0	75	0
Van Every	20	180	3,600	8	75	600
Nunn	20	107	2,140	2	75	150
McKinney	20	107	2,140	4	75	300
Bartlett	20	197	3,940	4	75	300
Typist/Support	10	80	800	-	-	-
	120		**$21,070**			**$1,950**

Phase II

To be developed 11/90.

Project Title New Organizational Behavior

Objective

Create a strategy for a work environment which results in empowered people who, in meeting customer expectations, are actively challenging systems, innovating, creating, and taking responsible risks.

Quality Improvement Team Roles

Leader:	Laura Ferguson, Regional Office
Mentor:	Clair Beasley, Regional Office
Members:	Joe Bistryski, Ashley--Duchesne R.D.
	Tom Contraeas, Dixie
	Dave Holland, Regional Office
	H.C. McChesney, Payette--Weiser R.D.
	Craig Nathe, Wasatch-Cache--Evanston R.D.
	Warren Ririe, Boise S.O.
	Donna Smedley, Bridger-Teton S.O.

Milestones

7/90	Team Leader Report to QST. Team Members selected with QST and work supervisors' concurrence.
8/90	Letters to Team Members explaining charter.
9/90	Team organizing session by conference call.
10/90	Team building.
11/90	Team paint work environment picture for QST.
11/90-8/91	Research, draft strategy plan, final strategy plan, implementation.

Resources Required (estimated)

1000 Person Hours

Project Title Strengthen On-The-Ground Administration

Objective

Provide the Quality Steering Team with a prioritized listing, description, and recommended action on selected problem statements which are barriers to strengthening on-the-ground administration.

Quality Improvement Team Roles

Leader:	Gary Sayer, Toiyabe S.O.
Mentor:	Bob Joslin, Regional Office
Members:	John Butt, Regional Office
	Ray Hall, Regional Office
	Jim Lancaster, Boise- Emmett R.D.
	Hugh Thompson, Dixie S.O.

Milestones

8/90	First Team meeting to begin identifying problem statements.
9/90	Two additional Team meetings prior to Team Report to QST on 9/27.
11/90	QST initiate appropriate action based on Team Report.

Project Title Customer Involvement in NEPA

Objective

Look at underlying causes of "poor quality NEPA work" and recommend, test, and implement solutions.

Quality Improvement Team Roles

Leader:	Dave Hoefer, Regional Office
Mentor:	Susan Giannettino, Wasatch-Cache S.O.
Members:	Carl Linderman, Caribou-Pocatello R.D.
	Paul Oakes, Caribou S.O.
	Chip Sibbernsen, Wasatch-Cache--Logan R.D.
	Clyde Thompson, Wasatch-Cache--Evanston R.D.

Milestones

9/89	IRS Training in Team Problem Solving
9/89-4/90	Team worked to narrow focus of Quality Improvement Project.
5/90	Team Report to QST. QST concurred with the problem statement: "Inadequate customer involvement throughout the NEPA process is a major contributor to appeals, unexpected resistance to decisions, and/or unsupportable decisions."
9/90	Analyze root causes.
10-?/90	Identify possible solutions, select solution, test solution, implement solution, track effectiveness.

Resources Required (actual)

Date	Travel/PD	Salaries	Person Hrs
September 1989	$1,850	$4,800	240
October 1989	0	800	40
December 1989	560	1,600	80
January 1990	560	1,600	80
February 1990	560	1,600	80
March 1990	560	1,600	80
May 1990	560	1,760	88
June 1990	560	1,600	80
August 1990	990	2,400	120
Homework (On Unit)	2,800	140	
TOTALS	$6,200	$20,560	1,028
Percent of Total Spent on Training	30	23	23

No estimates of future resources required.

Project Title Frontliner Quality Service Team Approach

Objective

Develop a process to provide quality information and service to the public in a prompt manner.

Quality Improvement Team Roles

Leader:	Patti Jacobsen, Payette S.O.
Mentor:	Jan Bowey, Humboldt- Mountain City R.D.
Members:	Andy Godfrey, Fishlake S.O.
	Barbara Todd, Sawtooth S.O.
	Lorrie Wiggins, Regional Office

Milestones

9/89	IRS Team Problem Solving Training
5/90	Determine what information is needed. What questions are R-4 employees asked when away from the office? Organize the needed information in a packet to be placed in all vehicles. Develop a system to update the information packets as needed (i.e. when campgrounds are opened or closed or when trails are cleared).
6-9/90	Trial implementation on Sawtooth NRA, Challis R.D., Krassel R.D., Payette S.O., and Fishlake N.F.
10/90	Complete some sensing to determine if the packets: -- Were effective -- Provided the information needed -- Were kept up-to-date Make changes suggested during sensing.
10/90	Meeting with Frontliner Recognition Quality Improvement Team Leader to regroup and decide on future steps. Mentors and Leaders report back to QST.

Resources Required

No estimates.

Project Title Frontliner Recognition

Objective

Increase recognition of the importance of the "frontline" job in Forest Service customer relations.

Quality Improvement Team Roles

Leader:	Erin O'Connor-Henry, Toiyabe- Bridgeport R.D.
Mentor:	Paul Nordwall, Caribou S.O. prior to Quality Steering Team establishment. Ed Browning, Regional Office after QST establishment.
Consultant:	A.J. Skeen, Regional Office
Members:	Marian Boulter, Targhee S.O. Marian Buenger, Salmon S.O. Barbara Burgan, Wasatch-Cache--Ogden R.D. Marie Davis, Targhee S.O. Georgia Higgins, Toiyabe S.O. Marilyn Merrill, Caribou S.O. Roma Nelson, Sawtooth NRA Carolyn Smith, Challis--Lost River R.D.

Milestones

8/89	Compiled recommendations for change from Clerical to Information Series for front-line positions. Implemented on some units.
9/89	IRS Team Problem Solving Training
11/89	Merged two Ad Hoc Teams into one Quality Improvement Team
10/90	Meeting with Frontliner Quality Service Team Approach Quality Improvement Team Leader to regroup and decide on future steps. Mentors and Leaders report back to QST.

Resources Required

No estimates.

APPENDIX II

ADDRESS & TELEPHONE DIRECTORY

QUALITY STEERING TEAM

NAME	UNIT	TELEPHONE	DG ADDRESS
Clair C. Beasley **QST Member**	Regional Office 324 25th Street Ogden, UT 84401	(801) 625-5608 FTS 586-	:R04A
David E. Blackner **QST Member**	Regional Office 324 25th Street Ogden, UT 84401	(801) 625-5775 FTS 586-	:R04A
Jan Bowey **QST Member**	Humboldt NF Mountain City RD Mtn City, NV 89831	(702) 763-6691	:R04F09D01A
Edwin R. Browning **QST Member**	Regional Office 324 25th Street Ogden, UT 84401	(801) 625-5149 FTS 586-	:R04A
Susan Giannettino **QST Member**	Wasatch-Cache NF 8230 Federal Bldg. 125 So. State Street Salt Lake City, UT 84138	(801) 524-5030 FTS 588-	:R04F19A
Mark Johnson **QST Member**	Caribou NF Montpelier RD Fed Bldg, Suite 294 250 S. 4th Ave. Pocatello, ID 83201	(208) 847-0375	:R04F05D03A
Robert C. Joslin **QST Member**	Regional Office 324 25th Street Ogden, UT 84401	(801) 625-5603 FTS 586-	:R04A
Sharon Metzler **QST Member**	Manti-LaSal NF 599 W. Price River Dr Price, UT 84501	(801) 637-2817	:R04F10A
R. M. (Jim) Nelson **QST Member**	Toiyabe NF 1200 Franklin Way Sparks, NV 89431	(702) 331-6444	:R04F17A
J. S. Tixier **QST Member**	Regional Office 324 25th Street Ogden, UT 84401	(801) 625-5605 FTS 586-	:R04A

QUALITY DESIGN TEAM

NAME	UNIT	TELEPHONE	DG ADDRESS
David E. Blackner **QDT Member**	Regional Office 324 25th Street Ogden, UT 84401	(801) 625-5775 FTS 586-	:R04A
Melissa Blackwell **QDT Member**	Regional Office 324 25th Street Ogden, UT 84401	(801) 625-5776 FTS 586-	:R04A
Lorie Price **QDT Member**	Regional Office 324 25th Street Ogden, UT 84401	(801) 625-5775 FTS 586-	:R04A
Jim Suhr **QDT Member**	Regional Office 324 25th Street Ogden, UT 84401	(801) 625-5230 FTS 586-	:R04A

TQM FACILITATORS

NAME	UNIT	TELEPHONE	DG ADDRESS
Mary Wagner **TQM Facilitator**	Ashley NF 355 North Vernal Ave Vernal, UT 84078	(801) 789-0323	:R04F01A
Terry Sexton **TQM Facilitator**	Boise NF Idaho City RD Highway 21 Idaho City, ID 83631	(208) 392-6681	:R04F02D03A
Fred Kingwill **TQM Facilitator**	Bridger-Teton NF 340 North Cache Jackson, Wyoming 83001	(307) 733-2752	:R04F03A
Paul Oakes **TQM Facilitator**	Caribou NF Federal Building, Suite 282 250 South 4th Ave Pocatello, Idaho 83201	(208) 236-7500	:R04F05A
Sheri Johnson **TQM Facilitator**	Challis NF Highway 93 North Challis, Idaho 83201	(208) 879-5204	:R04F06A
Richard G. Evans **TQM Facilitator**	Dixie NF 82 North 100 East Cedar City, Utah 84721-0580	(801) 586-3752	:R04F07A
Kevin Schulkoski **TQM Facilitator**	Dixie NF Escalante RD 270 West Main Escalante, Utah 84726	(801) 826-4221	:R04F07D04A
Lou Anne Eaton **TQM Facilitator**	Fishlake NF 115 East 900 North Richfield, Utah 84701	(801) 896-9233	:R04F08A
Lars Lind **TQM Facilitator**	Humboldt NF 976 Mountain City Hwy Elko, Nevada 89801	(702) 738-5171	:R04F09A
Rodney Player **TQM Facilitator**	Manti-LaSal NF 599 W. Price River DR Price, Utah 84501	(801) 637-2817	:R04F10A

TQM FACILITATORS (continued)

NAME	UNIT	TELEPHONE	DG ADDRESS
Dave Spann **TQM Facilitator**	Payette NF New Meadows RD Highway 55, Box J New Meadows, Idaho 83654	(208) 347-2141	:R04F12D03A
Carolyn Barbat **TQM Facilitator**	Payette NF Council RD P.O. Box 567 Council, Idaho 83612	(208) 253-4215	:R04F12D01A
Bob Russell **TQM Facilitator**	Salmon NF Salmon RD P.O. Box 729 Salmon, Idaho 83467	(208) 756-3724	:R04F13D05A
Rebecca Kosanke **TQM Facilitator**	Salmon NF North Fork RD Highway 93 North Fork, Idaho 83466	(208) 865-2383	:R04F13D02A
Bob Wildman **TQM Facilitator**	Sawtooth NF 2647 Kimberly Road E. Twin Falls, Idaho 83301-7976	(208) 737-3246	:R04F14A
Marsha Phillips **TQM Facilitator**	Targhee NF 420 North Bridge St. St. Anthony, Idaho 83445	(208) 624-3151	:R04F15A
Tom Wagner **TQM Facilitator**	Toiyabe NF Carson RD 1536 S. Carson St. Carson City, Nevada 89701	(702) 882-2766	:R04F17D01A
Larry Raley **TQM Facilitator**	Toiyabe NF Austin RD 50 South Main at 5th Austin, Nevada 89310	(702) 964-2671	:R04F17D03A
Tom Tidwell **TQM Facilitator**	Uinta NF Spanish Fork RD 44 West 400 North Spanish Fork, Utah 84660	(801) 798-3571	:R04F18D03A

TQM FACILITATORS (continued)

NAME	UNIT	TELEPHONE	DG ADDRESS
Syd Jacques **TQM Facilitator**	Uinta NF 88 West 100 North Provo, Utah 84603	(801) 377-5780	:R04F18A
Allen Rowley **TQM Facilitator**	Wasatch-Cache NF Ogden RD 507 25th Street Ogden, Utah 84401	(801) 625-5110 FTS 586-	:S22L02A
Bill Thompson **TQM Facilitator**	Regional Office 324 25th Street Ogden, Utah 84401	(801) 625-5250 FTS 586-	:R04A
Roberta Beverly **TQM Facilitator**	Regional Office 324 25th Street Ogden, Utah 84401	(801) 625-5283 FTS 586-	:R04A
Marjorie Leonard **TQM Facilitator**	Regional Office 324 25th Street Ogden, Utah 84401	(801) 625-5773 FTS 586-	:R04A

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